

Status of the NIST 2010 Planning Process

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Outline

- ▶ Evolution of the NIST 2010 plan
 - NIST's response to external trends and demands
- ▶ Implementation through OU operational plans and SMB planning reviews
 - Pursuing long-term goals in the context of near-term environmental conditions
 - Alignment with long-term goals
 - Near-term operating conditions
 - FY 03—04 SMB priorities

Evolution of the NIST 2010 Plan: Purpose & design

► Primary motives

- Rapid and extensive change in external environment
- Flat programmatic budgets and long budget cycles
- Stable labor base

► NIST 2010 is designed to

- Envision the Institute's future over the next decade and establish long-term strategic goals
- Implement a plan for achieving long-term goals
 - Focus resources on areas of highest potential impact
 - Pursue gains through inter-OU collaboration
 - Build and communicate the case for new funding



Evolution of NIST 2010: Development phases

- ▶ Phase 1: Organizational development
- ▶ Phase 2: Environmental analysis
- ▶ Phase 3: Opportunity assessment
- ▶ Phase 4: Assess choices, draft plan
- ▶ Phase 5: Implementation

Phase 1:

Organizational development

- ▶ Focus: Core issues of identity and purpose
 - NIST's mission, vision and values
 - Staff focus groups
 - Management offsite
 - Staff feedback sessions
- ▶ Result: Identification of NIST-wide identity and values
 - Coherent and cohesive mission statement
 - Collective values

Phase 2: Environmental Analysis

- ▶ Focus: External trend analysis
 - NRC / NAE committee
 - Expert observations of NIST's strategic environment: S&T, economics and markets, societal forces
 - Workshop and eventual committee report:
Future R&D Environments
- ▶ Result: Selection of Strategic Focus Areas (SFAs)

Phase 3:

Opportunity assessment

- ▶ Focus: Assess opportunities within SFAs
 - Research teams for each SFA
 - Literature review
 - External scanning: SRI Labs; others
 - Internal analysis and debate
 - External input and review
- ▶ Result: SFA reports recommended specific opportunities and resource needs
 - Basis for first draft of the NIST 2010 Strategic Plan

Phase 4: Review

- ▶ Focus: Management review of strategic opportunities; evaluate choices
 - SFA preliminary reporting sessions
 - SFA reports and backing
 - SFA reporting sessions
 - Design Review offsite
- ▶ Result: Revised NIST 2010 Strategic Plan
 - External review of Strategic Plan: VCAT; TA
 - FY 04 funding requests derived from Plan / SFAs

Phase 5:

Implementation—OU Plans

- ▶ Focus: Implementation via resource allocation choices at the OU level
 - OU Operational Plans developed for FY 03—04
 - Director's Review of each OU plan
 - Alignment with NIST 2010 plan
 - Other OU-specific strategic efforts
 - Staff resources and competencies; inter-OU coordination; and evaluation methods
- ▶ Result: Incremental adjustment toward long-term goals

Phase 5:

Implementation—SMB Reviews

- ▶ Initial Focus: Review near-term operating conditions and assess next steps
 - Budget outlook
 - Post-election Congressional outlook
 - Administration priorities
 - Assess implications for advancing long-term goals and improving NIST-wide focus
- ▶ Results: Focus on Homeland Security and nanoscale measurements and data
 - Urgent external demands; changing conditions
 - Most in need of NIST-wide management

Phase 5:

Implementation—SMB Reviews

- ▶ Focus of Planning Review on Homeland Security
 - Refine overarching business case
 - Communicate roles in context of DHS
 - Evaluate different market needs and opportunities
- ▶ Focus of Planning Review on nanometrology
 - Identify the core elements of a distinctive business case: Differentiation; value add
 - Identify the needs and potential avenues for internal collaboration on planning, implementation, outreach, and marketing